



Economic Developers and Community Leaders

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Vice President of Revitalization Programs



Why is a repositioning necessary?

- (Internal)
 - Refresh research showed more efforts in promotions rather than design and economic vitality.
 - Funders expect ROI
 - Need career pathways
- (External)
 - Growth pressures on downtown – manage it or run the potential of missing opportunities and/or accepting bad development
 - Outside stakeholders dependent on performance in order to meet their needs
 - In some areas, downtown represent remaining growth opportunities

What are the typical barriers for Main Street?

- Leadership
- Knowledge/Professional Development
- Funding
- Creativity
- Mission/Vision Conflict or Misunderstanding
- Perceived Role within the Community
- Competition
- No Plan
- Fear of Change

Why is what we do Economic Development?

- (SYMBOLIC) Downtowns are iconic and powerful symbols for a city and often contain the most iconic landmarks, distinctive features, and unique neighborhoods. Given that most downtowns were one of the oldest neighborhoods citywide, they offer rare insights into their city's past, present and future.



Why is what we do economic development?

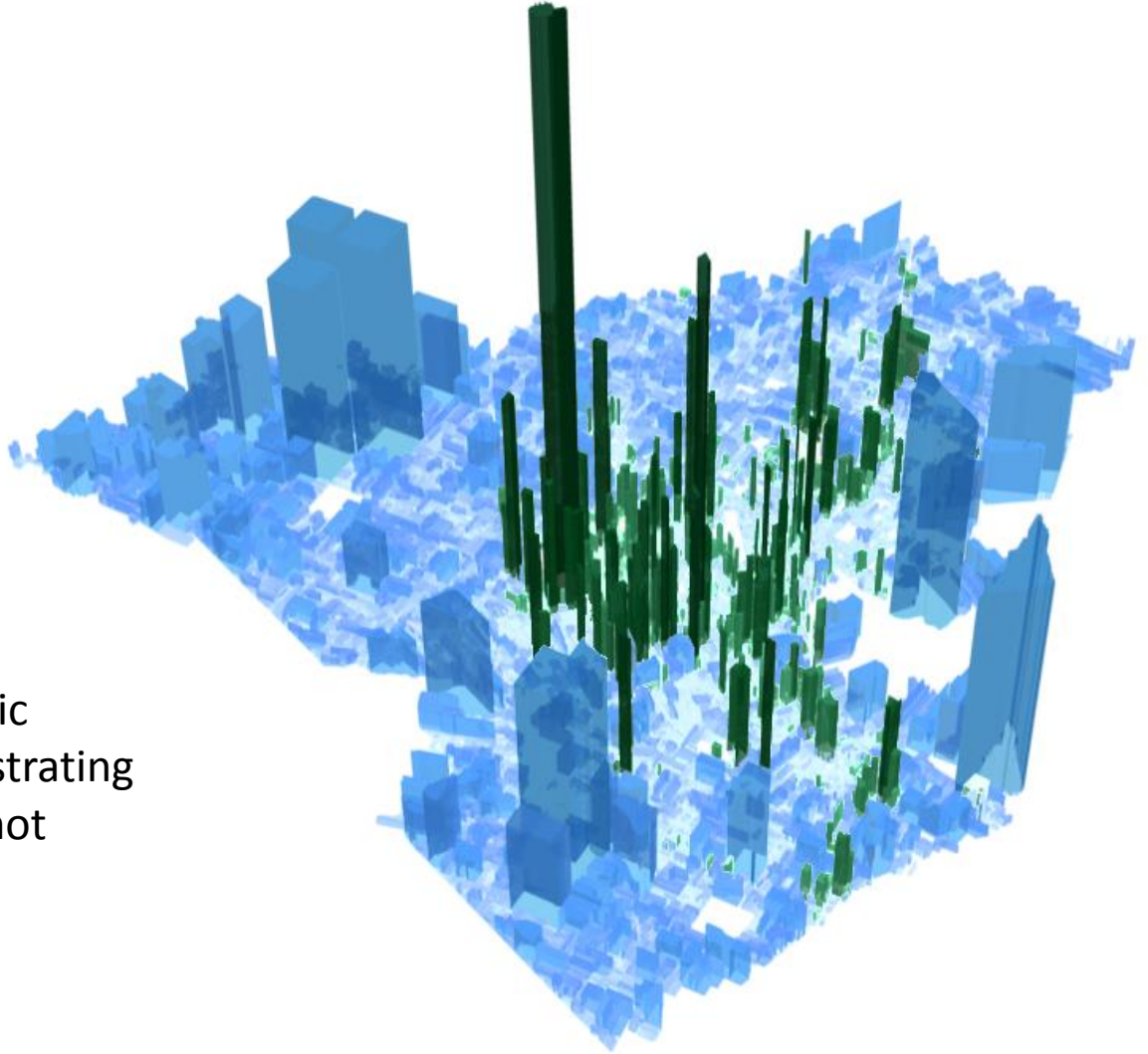
- (Intersections for Innovation) Downtowns create a critical mass of activities where commercial, cultural, and civic activities are concentrated. This concentration facilitates business, learning, and cultural exchange.



Why is what we do economic development?

- (Better ROI) Downtown Memphis Commission's "[2013 Downtown Metrics Report](#)" found that a square mile of downtown property generates more than twice the county and city taxes as an average square mile in the city as a whole and more than three times the county tax revenue when compared to the same amount of land in Shelby County.

Why is what we do economic development?



From Strong Towns – Geographic analysis Lafayette, LA – Demonstrating where tax revenues exceed or not exceed expenses.

Why is what we do economic development?

- (Equality) Downtowns are unique in that they are typically the only neighborhood that belongs to and is shared by everyone in the region.

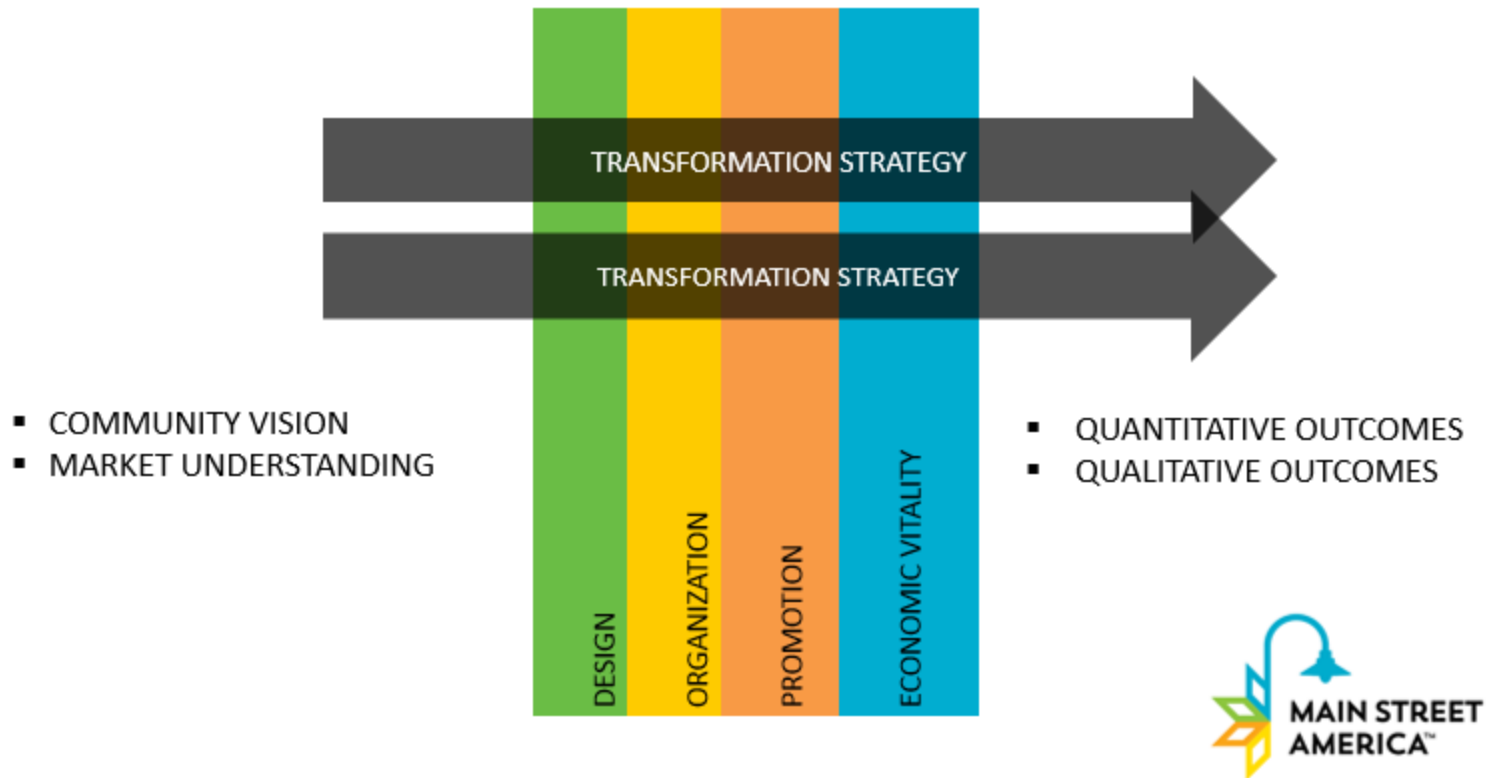
Keys to Positioning Main Street – Talking Points

#1. – Realization that sustainable investment happens from within....not from external forces.

- Up to 80% of net new jobs and capital investment in any economy are generated by existing firms. Generally, existing firms provide even more return on investment in smaller, rural market areas where entrepreneurial and recruitment opportunities are limited.

Keys to Positioning Main Street – Talking Points

#2 – Downtown is Often What Gives Your Community Competitive Advantage and Unique Positioning



Keys to Positioning Main Street – Talking Points

- #3 – Just like in Corporate R&D, communities need to make infrastructure investments to land future growth.



Keys to Positioning Main Street – Talking Points

- #4 – Communities need to invest in pipelines of entrepreneurs (ecosystems) to have long-term and sustainable results.



Keys to Positioning Main Street – Talking Points

#5 – Be a convener of real local and regional cooperation.



WHAT WE DO

CLEAN AND SAFE

BEAUTIFICATION

EVENTS

ECONOMIC
DEVELOPMENT



Economic Development - Our Role

DRI is a driver for economic development in the downtown service district. DRI works with other economic development leaders to formulate strategies that spur innovation and vibrancy in the downtown business environment. Business recruitment, expansion and retention is a major focus of DRI, as well as supporting entrepreneurial ventures and business inquiries. By compiling comprehensive economic data about the downtown district and region we are able to fill request for information and assist our small businesses with market analysis. DRI can connect the dots of various resources including incubation spaces, accelerator options, capital needs, real estate, permitting, and tax/grant availability. DRI is here to support all business endeavors; your success IS our success!

Positioning Main Street as a Player

- Be part of the economic development ecosystem – “complement not compete”
- Be the agglomerator of market and property data
- Be a connector
- Be a resource provider
- Be proactive
- Be the Developer
- Have a plan (Transformation Strategies)



MS Organization/Program Tools for Economic Development

- Market Data
- Collection of local and state funding resources
- Property Ownership
- Property Inventory/Web Listing
- Proactive recruitment for tenants as part of a property development project
- Downtown Plan – ie. give long-term security to protect investment



Case Study – Perry NY & Washington, MO

Perry NY LLC

- **Problem**

There are many vacant buildings, thus the perception that no one wants to be downtown.

Reality was that demand for quality space downtown outstripped the supply.

IE - The problem is that those seeking space –justifiably - want it renovated, built-out, updated and its exterior fixed up and made attractive. And many building owners - justifiably - fear making big investments for individual tenants that might not pan out.

- **Solution**

A large group of citizens recognize this and so we have created a community investment corporation – Perry New York LLC (PNY) - a for-profit group consisting of citizens who want to "put their money where their house is," so to speak. This group provides investment opportunities at differing levels - \$2500 - \$25,000 and up. The group has raised over \$600,000 this way.

Perry NY LLC

- Rufus Smith Project



Rufus Smith Block
before

Rufus Smith – Putting it all together

- Perry New York LLC worked simultaneously on:
 - raising funds,
 - negotiating a purchase,
 - conducting feasibility studies on structure,
 - code compliance,
 - design, and cost,
 - marketing to potential tenants,
 - preparing architectural work,
 - coordinating subcontractors to do the work,
 - building a network of investors
 - secured conventional loan funds
 - worked with the Village of Perry for additional funds
 - And took advantage of State and Federal incentive programs for rehabilitation of older buildings.

Rufus Smith - After



Rufus Smith – The Results

- The building is now 100% occupied on three levels, with 12 tenants.
- 10 of these are new to Perry while the other two were able to expand.
- The building now supports over 20 full- or part-time jobs, including destination retail and businesses, service and professional office tenancies, and artists.

Washington, Missouri (2012 GAMSA Winner)

- MS set up the Historic Washington Foundation to serve as social venture vehicle for real estate:
 - Started small – took ownership of a building in downtown and led the renovation through fundraising. Eventually leased the building.
 - Took over historic Farmer's Market and leveraged leases to restore and develop upper floor housing.



Washington, Missouri

- Faced with a potential loss of their downtown Post Office, they signed to be a Contract Postal Unit and provide post office services.
- This also included buying the facility from GSA and restoring and moving their Main Street offices



Recommended Resources for Increasing Your Know-How

Professional Development Resources



Main Street America Institute

The Main Street America Institute (MSAI) is our targeted professional development training program aimed to equip downtown and commercial district leaders with the tools they need to lead results-oriented and preservation-based community revitalization organizations.

Professional Development Resources



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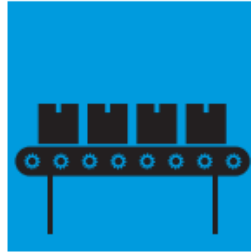
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TRAINING

Professional Development Resources



IEDC Professional Development Catalog

May - December 2017

iedconline.org

Approach with Confidence: Main Street IS Economic Development

CUMULATIVE REINVESTMENT STATISTICS

(since 1980)

\$61.7 billion reinvested

120,510 net new businesses

528,557 net new jobs

251,838 building rehabs

ROI: For every \$1 in public investment, leverages \$26.52 in private investment

- “Main Street is dollar for dollar, pound for pound, the greatest single economic development effort in the U.S.” – Ed McMahon, Senior Resident Fellow at the Urban Land Institute and NMSC Board Chair
- “One of our best strategies for driving economic growth in Virginia’s localities is to focus revitalization around historic Main Street communities,” said Governor McAuliffe.
- From the book – “Historic Cities and Sacred Sites” pg 207

The three most recent U. S. administrations have named the Main Street program as one of the most successful economic development strategies in the nation. However, the program is really focused on historic preservation, and it proves unequivocally that preservation is one of the best economic development strategies a community, state, or nation can follow (figure 5).

Discussion and
Questions...Thanks!

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